

WASHINGTON FIRE COMMISSIONERS ASSOCIATION

STRATEGIC PLAN



Mission Statement

To inform, educate, represent, lead and serve Fire Districts of Washington State in the preservation and protection of life and property.

Adopted December 3, 2005

WFCA ♦ P.O. Box 134 ♦ Olympia, WA 98507 ♦ 1.800.491.9322

Vision Statement

- Maintain financial stability
- Achieve and maintain 90 percent membership
- Be a recognized leader in the legislative arena
- Be the primary source of information to our members and potential membership
- Promote networking opportunities

Guiding Principles

We value the following:

- Honest and open communication
- Responsiveness
- Participation
- Diversity
- Ethical behavior
- Dependability, reliability and credibility
- Collaboration and cooperation

Member Expectation

- Timely, pertinent information
- Provide assistance with interpretation of laws, mandates and administrative rules
- Educational opportunities
- Influence legislation
- Provide and maintain quality cost effective health insurance
- Be a resource broker
- Availability of association staff to assist members

Priority Services Provided by the Association to the Members

- Annual conference
- Annual fire service directory
- Health insurance for eligible member districts
- Legislative representation
- Membership grant program
- Monitoring emerging fire service issues
- Newsletter
- RCW Title 52 update (lawbook)
- Sample documents and forms
- Training, education and informational services for managers and policy makers
- Wage and benefit survey/volunteer survey
- Web site

SWOT

Strengths

- Office staff
- Diversity of membership
- Strong legislative lobbying ability
- Communications
- Experience as an association
- Educational opportunities
- Opportunities for involvement
- Financial stability
- Genuine commitment to the public
- Ability to work together, cooperation
- Future oriented
- Health care program

Weaknesses (Areas to Improve)

- Membership participation
- Marketing
- Communication
- Public education
- Inability to legislate solutions

Opportunities

- Utilize technology
- Increase our legislative presence
- National Association of Elected Fire Officials
- Expansion of educational programs
- Provide source of information electronically
- Increase membership (create ways for smaller districts to participate)
 - Potential for grants to small districts—money should not be preclusion to membership
- Western regional cooperation
- Annexation of cities by fire districts

Threats

- Annexation by cities
- Proration
- Growth management without voting/representation
- State and federal mandates and standards
- Privatization
- Service demands exceed capabilities (resources)
- Arbitration

Goals & Objectives

Organizational Goal 1 - *Financial*

To increase membership by 1.5 percent by December 31, 2007. A healthy organization is a growing organization. In order to achieve a more robust membership with increased financial resources the following specific objectives are established:

Specific Objective A. Maintain sponsorship for smaller districts to attend conference and regional seminars. (Goal accomplished through grant program.)

Responsible Party: Staff.

Target Completion Date: Ongoing.

Specific Objective B. Develop and distribute an appropriate mailer to non-member districts.

Responsible Party: Staff.

Target Completion Date: Ongoing.

Specific Objective C. Field visits by regional representatives.

Responsible Party: Regional Representatives.

Target Completion Date: Ongoing.

Specific Objective D. Place follow-up calls to non-member districts.

Responsible Party: Staff.

Target Completion Date: Ongoing.

Maintain Current Financial Goals

Specific Objective A. Maintain in reserve a minimum of six months operating budget.

Responsible Party: Washington Fire Commissioners Association Board of Directors.

Target Completion Date: Ongoing.

Specific Objective B. Maintain the current dues structure.

Responsible Party: Board of Directors.

Target Completion Date: December 31, 2007.

Organizational Goal 2 - *Planning*

Review Comprehensive Strategic Plan for the Organization Annually

A comprehensive strategic plan is an indispensable tool for measurement of progress toward goals and objectives. Such a document must be developed with the idea that it must change as the situation changes and be a living document to guide the organization into the future.

Specific Objective A. Review of strategic plan.

Responsible Party: Board of Directors.

Target Completion Date: February 2007.

Specific Objective B. Present the document at the annual conference and adopt in December.

Responsible Party: Board of Directors and staff.

Target Complete Date: TBD.

Organizational Goal 3 - *Member Services*

To provide needed and enhanced services to the membership

Specific Objective A. Evaluate health care service levels.

Responsible Party: IRSRA/Insurance Committee.

Target Completion Date: Ongoing.

Specific Objective B. Evaluate additional use of technology, such as increasing use of the Internet, maintaining web site, and information distribution.

Responsible Party: Board of Directors.

Target Completion Date: Ongoing.

Organizational Goal 4 - *Legislative*

To actively participate and influence the regulatory process to the benefit of our membership.

Specific Objective A. Support the Legislative Committee in their efforts to have legislation enacted that will be beneficial to fire districts.

Responsible Party: Board of Directors & Legislative Committee.

Target Completion Date: Ongoing.

Goals & Objectives

Specific Objective B. Monitor and take appropriate positions on all legislation which will have a positive or negative effect on fire districts.

Responsible Party: WFCA Legislative Committee and lobbyists.

Target Completion Date: Ongoing.

Organizational Goal 5 - *Educational*

Provide information and education opportunities to our members

Specific Objective A. Annual conference.

Specific Objective B. Workshops and seminars.

Specific Objective C. New commissioner orientation.

Responsible Party: WFCA Education committee and staff.

Target Completion Date: Ongoing.

Organizational Goal 6 - *Networking*

Promote interagency cooperation among various public and private stakeholders

Specific Objective A. Participate in supporting the National Association of Elected Fire Officials.

Responsible Party: Board of Directors

Target Completion Date: Ongoing

Specific Objective B. Attend appropriate state organizational conferences.

Responsible Party: Board of Directors

Target Completion Date: Ongoing

Specific Objective C. Make available instructional and informational materials.

Responsible Party: Board of Directors and executive secretary.

Target Completion Date: Ongoing.